

part of the great east coast megalopolis. Common sense dictated that we try to understand what was happening to us and what we should do about it. Maryland's special desirability to new business and industry was clearly evident in its proximity to Washington, D. C.; its strategic position in relation to major market areas; port facilities for international shipping; and cultural and recreational opportunities for labor and management. It was "flood tide" in the affairs of men, and those of us responsible understood that it did very well lead to fortune for Maryland. From its western mountains to its Atlantic Ocean shoreline in the east, Maryland offers a range of scenic and cultural variety unmatched in any similar area in our country. Central to it all is what Captain John Smith once called the most beautiful inland waterway he had ever seen — what we now call the Chesapeake Bay.

I do not mean to imply that Maryland has no problems, but I spoke before of our pride in our tradition of meeting our problems imaginatively, realistically, and constructively. Perhaps the best illustration of this is Appalachia, an area of chronic depression shared by many states. Maryland, which has three Appalachian counties, responded by initiating and implementing the concept of a co-operative multi-state approach to the region's deep-rooted social and economic problems. A recommendation of the Department of Economic Development was responsible for my calling the first conference of Appalachian governors in 1960. Out of this meeting grew the federal-state Appalachian program enacted last year. This particular program underscores another facet of our thinking. As I said earlier, we are *not only* concerned with holding and fostering talent that presents itself to us, but also for making it possible that it develop anywhere in Maryland. It is this same thinking that underlies our new state financial aids for business and industry. Time after time, we have learned that sound industry seeking a plant location is not interested primarily in avoiding taxation.

The most respected firms have learned to examine closely the "gift horse" and investigate just what services they may have to do without. The consensus seems to be summarized by a major industrial leader in a recent speech who said, "we want to pay our fair share, because we have discovered that someone will eventually have to pay." Today responsible industry also wants to participate openly in the civic and governmental affairs of its new community, and it can do this only when it believes that it is fairly sharing the responsibilities for all the services it and its employees demand. Therefore, all of our financial assistance devices — revenue bonds, mortgage insurance and